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Note: All quotations are from E. C. Meyer, General, United States Army, Chief of Staff, June 1979 - June 1983, a collected work which contains speech transcripts, annotated drafts, published articles, Congressional testimony, and selected correspondence from General Edward C. Meyer's term as Chief of Staff of the United States Army. The page number (or numbers) after each quotation refers to this work.

The Army.

The heart of [our] task is the support and defense of the Constitution; ergo, the preservation of our national values through preparation for war. p. 120

Our national purpose is, of course, not war, but the concerted effort to avoid war by interrupting the chain of events which link change to conflict. p. 376

In an imperfect world in which there is evil...there is a need to counter that evil in order to protect your own people. p. 331

One, war is evil. Two, it would be preferable if there were no threats in the world. Three, there are threats in the world; therefore, it is not possible to do away with the need for armies, policemen or firemen; so there is [the] requirement for people to deter or to be able to respond. p. 331

The Army of the future is essentially what I [as Chief of Staff] will be charged with by history- whether or not the Army created during my tenure is up to the task of the decade ahead. p. 157

[The] best Army must be....flexible....technologically competentstrategically deployable [and] tactically sound. p. 323

It is not the big armies that win battles; it is the good ones. Marshal Maurice de Saxe, quoted by General Meyer, p. 283

The Army provides...the capacity for sustained land warfare. p. 332

A vital national institution. p. 311

The Army- The Human Dimension.

The community of Army people, the Soldiers, their families, and our civilian workforce [constitute] a mosaic of individual talents, concerns, and capabilities united by a shared sense of purpose. p. 64

The Army can be only as good as the men and women who comprise it. p. 31

People are not in the Army, they are the Army. General Creighton Abrams, quoted by General Meyer, p. 2

The Army- Relationship With The Nation.

An Army does not fight a war, a nation does. p. 206

Nothing so disturbs the Soldier's dedication and service to the ideals of this nation than an insecurity in the domestic support extended to him. p. 42

Close bonds and a special relationship must endure between the military and society if we're to be an effective instrument of national power. p. 228

Preparedness requires the involvement of the military with the American society throughout, so that at critical transition in history there's no last gasp attempt to close that gap. p. 231

What we need is an agreement within the Congress, within the administration, and among those of us who are responsible for planning the use of military forces, on what priorities are; and then we must continue our commitment to fulfilling them. p. 165

[It is a] too often forgotten fact that when the United States Army...is committed, that the American people themselves are committed....When the American people drop that commitment, then the Army cannot remain committed. Our Army does not exist to serve itself, but...to serve the American people. That's important for us to understand at this instance in history. It's easy for people to be patriotic when the enemy hits you aside of the head with a 2x4, or there's a bombing of Pearl Harbor, but it's more difficult to feel the need for sacrifice in more ambivalent circumstances. p. 230

Band- Army.

The Army Band is [the best] spokesman for the Army. Carol Meyer, quoted by General Meyer, p. 310

Caring.

While Soldiers entrusted to you will care about what you know, they will also certainly know by your actions whether or not you care about them. In fact, their continued association with the Army, will depend on their knowing that they count as individuals. p. 312

[The soldier] needs the security of knowing that he is valued. p. 9

Invariably when a Soldier has a problem, it's his first-line supervisor or first-line leaders who determine whether the Soldier thinks the Army cares. p. 336

Soldiers who are assumed to solve their own problems will in turn assume nobody cares. p. 3

Change.

[We must] manage change, instead of being managed by change. p. 231

No plan survives contact with the enemy. von Moltke, quoted by General Meyer, p. 88

The Chaplain.

The chaplain, like the artillery, is never held in reserve. p. 4

Civilians.

Our civilian employees....are a very real part of the Army's warfighting capability. We rely on civilians for a major share of our total peacetime support effort and to perform nearly three-quarters of the tasks needed to run Army bases. p. 62 (February 1980)

The U.S. Army is absolutely dependent upon its civil servants to ensure the sustainability of the force through our depot and base systems and to ensure the readiness of the force. p. 175

The Army's civilian workforce is absolutely critical to the successful accomplishment of our mission. p. 177

Climate.

Battalion and brigade commanders...have to take the role of teacher [and must recognize that people] are going to make mistakes. By doing that they are going to learn. Two months or three months from now that whole unit will be better. That's the climate I believe we need to create. p. 331

But of even greater importance is *the quality of the soil in which we plant and raise that seed*. General Meyer referring to soldiers when they first join the Army, p. 215

Maintenance of a continuous ability to go to war is my foremost goal as Chief of Staff. Integral to that preparedness is my second goal- the creation of an environment within which each Soldier and each civilian finds fulfillment through individual development, both personal and professional....a climate within the Army that permits each individual to have the opportunity to fulfill himself to his total capability. pp. 106,12

I believe very strongly in loyalty within the organization, but I also feel that loyalty requires me to protect the guy down in the bowels- who has a different idea than I do- against the other people in the organization who think that there is only one way to go. I would try to create that environment within the Army so that there is the opportunity for free flow of information up and down. p. 308

Cohesion (see also Training).

One of the keys to developing cohesion...is the existence of a common threat; or in its absence, the structuring of a common challenging experience for your units. p. 110

The cohesion that matters on the battlefield is that which is developed at the company, platoon, and squad levels. p. 58

Cohesion needs the heat of stress to take effect. p. 110

Cohesion is a product of policy and actions at all levels to establish strong interpersonal bonds which mold a unit into a cohesive team. p. 56

Some units appear to offer extraordinary support to soldiers, permitting them to psychologically sustain intense levels of conflict....Studies of effective units reduce to the following tenets: the need for a bonding process with one's fellow Soldiers, trust in one's leaders, support from home, and confidence in the unit's power. pp. 243,244

What enabled [Soldiers] to attack, and attack, and attack week after week in mud, rain, dust, and heat until the enemy was smashed?...This drive was more a positive than a negative one. It was love more than hate. Love manifested by (1) regard for their comrades who shared the same dangers, (2) respect for their platoon leader or company commander who led them wisely and backed them with everything at his command, (3) concern for their reputation with their commander and leader, and (4) an urge to contribute to the task and success of the group and unit.... General Meyer quoting from a study of American soldiers in the Tunisian campaign, p. 243

Combat/Winning the Battle.

The first stage of combat is fought in the minds of prospective opponents. General Meyer paraphrasing George Washington, p. 38

I've always been amazed at what individuals can do when they have to when called upon, particularly in combat. p. 30

If our people are convinced we are in a just war, if you have the kind of morale in this country that comes from thinking a war is worth fighting and winning, we will win it. Senator William Proxmire, quoted by General Meyer, p. 75

It is the quality of...units which in the end determine a nation's success on the battlefield. p. 242

Command.

Command....is the fulfillment of a Soldier's career. p. 111

Command is a privilege. p. 163

The commander leads by assessing his resources and establishing his goals and tasks sufficiently ahead to focus the organization on accomplishment of the mission. Those who long for the "good old days" neglect the opportunity to write their own chapters in history. p. 6

You can tell the difference when a brigade or battalion commander comes in...with a long-term approach rather than to try to run 100 miles an hour. It puts him in a teaching mode as opposed to in a directive mode. I believe that's very critical...because you have to develop subordinates... [that] is our principal responsibility. General Dick Cavazos, quoted by General Meyer, p. 330

Command Presence.

I do not normally preschedule my visits to installations about the country. While this may cause increased anxiety levels for post and unit commanders, it minimizes the potential diversion of Soldier assets to externals. p. 5

Communication.

Communications dominate war; broadly considered they are the most important single element in strategy, political or military. Alfred Mahan, quoted by General Meyer, p. 215

Too often we place the burden of comprehension on those above or below us- assuming both the existence of a common language and a motivation. p. 88

Constructive Focus.

The problems and difficulties of life are present to test our mettle as rational creatures. The winners in this challenge are not those who contentedly curse the darkness, but those who in their own way light a small candle toward improvement of the general welfare. p. 10

You've got to go from where you are. You've got to do the best with what you have. p. 20

Courtesy.

The Washington Star of 14 April 1981...had a great one-picture summary of General [Omar] Bradley. It was a cartoon by Bill Mauldin, in which he had General Bradley sitting in the front seat of a jeep. Of course, there were his famous Soldier characters, Willie and Joe, who Mauldin used to convey very fundamental things about what soldiering was all about. He did it very well. In this cartoon, he had General Bradley sitting in the front seat of the jeep, with four stars on the license plate. Willie is saying to Joe, "he can't be a general." He said, "please." p. 195

Credibility.

Be absolutely honest and open with Congress....As soon as your credibility is gone with Congress, you've lost your ability to influence. p. 328

Criticism.

I expect [commanders to] make your views known regarding the shortcomings you observe- that's healthy and desired. Mother Army needs to be exercised by concerned commanders to remain aware and responsive. p. 107

Decision Making.

Up to the point of decision, you have the right, indeed, the obligation, to lay out your views clearly. Once the decision is taken, you have the responsibility either to salute or to leave. p. 194

There are four filters I use as I look at alternatives. I call them my "to do what," "to do when," "to be done by whom," and "to do how" filters. p. 301

Deterrence.

To the extent we do not structure and posture forces in accordance with our declaratory deterrent policy, we invite the very war we seek to deter. p. 52

Discipline.

To prepare for its vital role, the military must insist upon a respect for duty and a discipline without counterpart in civilian life. The Supreme Court, quoted by General Meyer, p. 120

Divesting.

The absence of a profit-oriented performance system in government makes it conceivable, indeed inevitable for a time, that governmental organizations will live beyond their useful lifetimes. p. 87

Doctrine.

Doctrine is not history. Doctrine is the future. p. 324

Drug and Alcohol.

The biggest impact [of drug use] on readiness is alcohol.... Alcohol decreases the capability of the soldier to be able to do his job, and has the biggest impact on the number of days away from work. p. 232

Education.

The educational system we have within the Army permits us to stretch the minds and the attitudes of our future leaders to the utmost. p. 222

Data or knowledge...is not synonymous with wisdom....Education... is most meaningful if it has imparted...an ability to accept, test, classify, and reason from new bits and pieces of information. p. 207

Enthusiasm.

Maintain...inward enthusiasm toward your profession, toward the Army. It's amazing how much success comes from enjoying what you do. p. 86

Equal Opportunity.

We must continue...to set the standard for the nation in ensuring that racial and sexual barriers are truly eliminated. Our recent review of the role of women in uniform is a case in point. Many of our policies here-to-date ensured that women would fail. That needed to be changed. Clearly women have earned the right to be partners in uniform. We plan on clearing the air on how that can best be accomplished. p. 325

Women are absolutely essential to what we're going to do in the Army. p. 337

Example.

In the final measure, nothing speaks like deeds. p. 379

Families.

Our successes are often made possible and our disappointments tolerable because of the support given us by our spouses. p. 22

We recruit Soldiers, but we retain families!! p. 123

You must look well beyond the bare-bones of your relationships to give them richness, completeness, and meaning. p. 208

Concerned hearts and generous hands creatively joined can compensate for much in our special way of life, but they do need material assistance. p. 322

The Army wife has always sought to reach out to her Army community. p. 124

Fitness- Physical.

Soldiers who are physically fit are going to enjoy their lives more. They're going to be able to do their jobs better. They're going to have less sick time, which helps them and the Army [and they will] be around longer. p. 337

Force Multipliers (see also Intelligence, Resources, Support).

[Force multipliers include:] our evolving concept of how to fight on the modern battlefield....the far more capable equipment we are now either fielding or developing....our investment in good units and good Soldiers....strategic mobility....collective security and Security Assistance [and] improving Special Operations Forces. p. 343

Freedom.

Our freedom to abide by an inner vision, our opportunity to meet some personal challenge- is entirely dependent upon our nation remaining free. p. 385

There are but a handful of nations that possess the freedoms we possess. p. 201

[George Washington was] a man who established what the American personality can be- what it should be- what it must be- if we are to survive- prevail- grow in our hard-won freedoms- and pass them on intact for succeeding generations. p. 260

Humor.

When I was first assigned to the 25th Armored Rifle Battalion, the commander had been in the Army a long period of time. But he hadn't learned very well how to remember things, so he used to jot down notes on 3x5 cards. Whenever he'd get up to speak, he'd always use these 3x5 cards. We were having our first Hail and Farewell and he was saying goodbye to his Adjutant who, at that time, had been his Adjutant for four and a half years. He said, "We're gathered together tonight to say goodbye to er- (glancing down at his cards)- Major and Mrs. Smith. Major Smith has been my, er (glancing down at his cards)- Adjutant- for the last, er (glancing down at his cards)- four and a half years. While he was the, er (glancing down at his cards)- adjutant- he did, er (again glancing down at his cards)- a very good job. He's going off to, er, (once again, glancing down at his cards)- Ft. Lewis, Washington. He goes with our best wishes and those of our Lord, er (finally, a last glance at his cards)- Jesus Christ." [The lights went out briefly at this point.] I'm sorry Father, and you too, Lord.... p. 29

Idealism.

I'm proud of the American soldiers, the sailors and airmen who have joined on a volunteer basis to man our forces today. I'm also proud of our young Americans who are serving in other capacities- in VISTA, in the Peace Corps, community programs and all the forms of personal and institutional programs we have- and the way in which they're able to show their American idealism through such outreach. p. 231

Ideas.

Having a good idea is only the point of departure. p. 301

Those extraordinary men who founded our nation....swore their fortunes, their sacred honor- their very lives- for the sake of an idea. p. 385

Influence (see also Credibility).

How do you influence ensuring that...change takes place? You have to attack...when the paper is blank. The time you strike hardest is...when there are a lot of people coming in with a lot of blank sheets....You influence people by being there at that point in time when they are looking for the idea and seeing that you have someone there to plug that idea in. p. 328

The selection of key subordinates is an invaluable tool to influence affairs. p. 381

[Another] way to influence Congress is to get them out to see Soldiers. Soldiers have a better impact on congressmen than you or I will ever have. p. 328

Intelligence- Military.

Intelligence, properly applied, [is] one of the key force multipliers available to the nation. p. 136

EW [is] a combat force multiplier. p. 112

Using EW on the battlefield [should be] as automatic as using artillery fires. p. 111

We have improved our ability to see in depth on the battlefield with satellites. p. 149

We need to lay out the issues of interoperability with our allies to determine how we protect national interests, while at the same time enhance alliance capabilities. Such issues of interoperability need to be addressed prior to the acquisition of new systems. p. 22

Leadership.

Teamwork is born of leadership. p. 312

You can fool your superiors, but you can not fool your peers or your troops. p. 289

Active and concerned leadership. p. 101

Is there a need for a renaissance in the art of military leadership today? I think so. Not because I sense an Army starved for adequate example, but because the circumstances have been such over the past several decades that confusing models vie for attention. Some are woefully deficient and totally inappropriate for tomorrow's battlefield. pp. 101,102

[Leadership builds] vibrant units. p. 246

Leadership- The United States.

The United States is now the point man in the world. p. 43

Probably...we don't yet as a people recognize fully the burden of leadership thrust upon us. p. 201

Leadership and Management.

Leadership and management are neither synonymous nor interchangeable. Clearly, good civilian managers must lead, and good military leaders must manage. Both qualities are essential to success. p. 103

The *leadership* goal and the *management* goal occasionally become confused in the minds of our officers. In an effort to simplify the difference let me say that your success will be a function of your ability to lead people and manage resources. p. 290

Every job at every level demands a complement of leadership and management skills. p. 379

We need to discuss openly the fact that we have been lavish in our rewards to those who have demonstrated excellence in sophisticated business and management techniques. These talents are worthwhile to a leader, but- of themselves- they are not leadership. p. 102

Techniques which work well for the management of resources may prove disastrous when substituted for leadership on the battlefield. Conversely, techniques which work well for the battlefield may prove disastrous when substituted for management....To the degree that such systems assist efficient operation, they are good. To the degree that they interfere with essential relationships between the unit and its leader, they are disruptive. p. 103

That for which Soldiers are willing to sacrifice their lives- loyalty, team spirit, morale, trust and confidence- cannot be infused by managing. p. 103

Managers can put the most modern and well-equipped force into the field. They cannot, however, manage an infantry unit through training or manage it up a hill into enemy fire to seize an objective. p. 103

Shortly after I became the Army Chief of Staff, I happened to be leafing through the message traffic that I routinely see each morning, when I came across one announcing that the Army was going to have a conference on the management of leadership. Well, I must admit that having been sensitized by much criticism directed at the Army, and the other services, and industry- that we are turning into a group of managers as opposed to leaders- that I reacted rather heatedly....Within the hour the conference was cancelled. We weren't going to manage leadership on my watch! p. 378

Maintenance.

The key to good maintenance is training. p. 202

Any system which is not easily workable at the lowest level subverts the true purpose of maintenance. p. 321

Management.

Our management goal...centers on the efficient and effective stewardship of resources. p. 378

If there's any common complaint I receive, it's the administrative overload in the companies and elsewhere. p. 21

The system must serve us, not we it. p. 89

Mobilization.

It's how we take those pieces [Active and Reserve Component units], pick them up and move them someplace, and once there having the ability to support them, that constitutes mobilization. p. 19

Noncommissioned Officers (see also Professionalism/Professional Development).

Unit success comes only from individual commitment to a team effort. Both the individual training effort and team-building demand a strong cadre of qualified trainers. These are the Army's noncommissioned officers. p. 58

Organizational Structure.

As we define individual roles of authority to make the system function, do we collapse the bounds of our individual and organizational responsibilities? p. 89

You need to look for and use any means which helps break down the vertical discrimination endemic to hierarchical organizations. Organizational layers, which serve useful purposes in one sense, also act to inhibit the free flow of ideas and information throughout an organization, and that constitutes a major blockage to the development of a shared vision. Unless this blockage is consciously addressed, one of a number of predictable consequences result: (1) good ideas are missed, (2) goals are unintentionally misunderstood, (3) or the most frightening of all, deliberate failure can occur: half-hearted trials borne of a lack of belief or misunderstanding, virtually certain to "fail positively," to disprove the germ of a good idea. p. 381

Power.

Armies have always existed for one ultimate purpose: to go to war. For the U.S. Army, fulfillment of our major mission- deterrence- depends on our possession of real military power capable of effective employment. p. 5

American military power today is comprised of two components. One is real and usable military capability. The other is the existence of credible American commitment....Three factors affect a nation's ability to project power: geography, capability, and will. pp. 139,39

Military power is not- nor should it be- the only arrow in the quiver of our national security means. But it is an arrow which we must have. And it needs to be straight, it needs to be sharp, and it needs to be immediately available. p. 227

Preparedness.

"He who prepares only for a short war is likely to get one."
p. 51

Life on the battlefield is short for the unprepared. p. 6

Prepare your units to go to war. No mission or requirement precedes this. p. 106

The Army War College, was founded by Elihu Root "...not to promote war, but to preserve peace by intelligent and adequate preparation to repel aggression." p. 5

The cushion of warning is compressed greatly from what it was in World War II. p. 78

What makes [this] era one of extreme hazard is the elimination through technology of those time and distance factors which historically have been intrinsic elements of our national defense. No longer do oceans provide a barrier to hostile weapons, or a guarantee of a respite for preparation following hostilities. Today, more than ever before, we must be prepared in peace to avoid the occurrence of war. p. 79

The decade...beginning as it does with evident hazard to critical national interests, looks to be a time of challenge, a time of continuing potential crisis. Such situations pose great dangers. For the nation prepared, they also provide great opportunities.
pp. 60,61

Principle.

It only now remains...to act up to those principles [of the United States]...that we may gain respect abroad and ensure happiness and safety to ourselves and to our posterity.

George Washington, quoted by General Meyer, p. 260

Priorities.

If there is an inversion of priorities at the command level, it will wash through a unit... p. 109

Procurement.

Goldplating [is] a rightful concern of every American citizen. It's also a rightful concern for the Chief of Staff....If it were possible to buy cheap, dirty weapons that worked, I would buy cheap, dirty weapons that work. But I always reflect on my experience in the 40th Division when we were sent into Korea for the first time and came up against a Chinese tank. Now first of all, you've got to remember that a soldier, an infantryman, doesn't have any armor on. He's just got a little epidermis there. And by the time he decides that he has enough courage to stand up and aim a rocket launcher at a tank, he's already used up most of his courage. At that point in time...we had a 2.36-inch rocket launcher. For those of us who finally got enough courage to stand up and fire, we saw the rocket bounce off the front of that Chinese tank. Most of your muscles tightened up very, very quickly, I'll tell you that. So I would tell you that the difference between a 2.36 and 3.5-inch rocket launcher- that 1.14 inches which gave that weapon on the battlefield the capability of being successful against the threat- is hard for me to characterize as goldplating. It was absolutely essential. p. 229

The Profession of Arms.

The profession of arms is a noble profession. The great task of each professional officer is to preserve our institutions through his teaching and example, and to pass on to those who follow his dedication to the profession of arms. p. 10

Being a Soldier is different- not an occupation, but a profession, a calling. p. 86

Professionalism/Professional Development.

Staying abreast of and anticipating the changing nature of [your] work will remain the fundamental measure of your ability to contribute. p. 377

The heart of our Army is in our companies, troops and batteries.... The professional competence of our leadership [is] built upon experience at [that] level. The future potential of each leader is ultimately predicated upon hard experience in unit administration and technical proficiency gained in our troop units at firing ranges, maneuvers, shops and motor pools. The officer or noncommissioned officer who has mastered the school of hard knocks in mud and dust and knows the Soldier, our equipment and administration, develops priceless assets which become the foundation of professional competence... p. 42

A professional ethic...must be internalized individually by each of us. p. 193

Professions [can] expect no hope of survival with anything like their present freedom without the recovery of both mental and moral force. General Meyer paraphrasing Jacque Barzum, p. 205

It is *immoral* not to be professional at our jobs. p. 325

Protecting Units (see also Training).

We must all be heat shields for our subordinates and must insist they be the same for theirs. p. 123

Commanders at every level need to become "heatshields." p. 31

Public Affairs.

[The Army] can't exist without public understanding and support; we can't fight without Soldier understanding and support; a commander cannot command without a good public affairs effort. p. 32

Purpose.

If you understand the big picture, you are far more likely to understand how important your particular role is in causing that vision to materialize. p. 52

Large, diversified and highly decentralized organizations need some sense of constant purpose and direction. p. 378

So as not to dilute the effort, one must be selective, keep the issues fundamental... p. 381

The genius of this nation is not in the least to be compared with that of the Prussians, Austrians, or French. You say to your soldiers, "Do this," and he doeth it; but I am obliged to say "This is the reason why you ought to do that," and then he does it. MG Baron von Steuben (and former aide-de-camp to Frederick the Great) in a letter about American soldiers during the American revolution, quoted by General Meyer, p. 383

Readiness (see also Civilians, Drug and Alcohol).

We must be ready today, and we must be astute enough to be ready tomorrow. p. 1

We have to be sure that we are ready every day, and we can't mortgage the future by peaking today's readiness. p. 303

The biggest obstacle to readiness is turbulence. p. 167

Greater stability within units is key in our search for improved readiness. p. 245

Recruiting.

Recruiting is not only the job of the recruiter, but also the responsibility of the commands, the commanders, and the individual members of the Army team. p. 56

Reflecting.

Years hence, I want each of you to be able to look back with pride on what the Army was able to accomplish together. p. 322

Have I Contributed to the Preservation of the Nation, its Institutions, and its Values?....Have I Contributed to the Well-Being of my Fellow Man?....Have I Contributed to my own Personal Growth- Seeking to Develop my Full Potential Physically, Mentally, Spiritually, and Socially?....Have I Contributed to Furthering God's Work Here on Earth? pp. 208,209

Reserve Components (see also Mobilization).

The Army is capable of meeting the kinds of scenarios one can conceive only through full integration with the Reserve Components. p. 24

I speak to every new action officer to remind him...that he's not just in the Active Army, but also in the Reserves. p. 21

Resources.

I believe it's my job to get the resources we need. p. 30

Priority of resources should be assigned to those items which provide a force multiplier effect for combat, combat support, and combat service support mission areas. p. 57

Analytical resources and [effort need to be focused on] the essential elements of how to go to war and how to create the Army of the future. p. 15

Every step we take in one direction has an equivalent impact somewhere else. p. 130

The management of *public* resources brings with it a unique set of responsibilities: the responsibility to justify the need for resources, the responsibility to compete for their allocation, and the responsibility for scrupulous stewardship. p. 87

The desirability of minimizing the diversion of dollar resources to ammunition consumption for training purposes challenges us to use substitute training devices for development of weapons proficiency wherever possible. p. 59

We developed what we considered to be a comprehensive...package which laid out a whole host of proposals with the dollars that were attendant to them. As they went forward, the various elements- within OSD, within OMB and within Congress- took out pieces of the warp or the woof of that fabric so that you ended up, in my judgment, with a ball of fluff there instead of a comprehensive program. p. 15

I sympathize [with your shortages] but I don't excuse you from the performance of your duties. p. 9

Respect.

Soldiers must honor and respect their comrades and their subordinates. p. 208

Service.

There is a reciprocity due in [privilege]- the privilege of service. p. 205

It may be laid down as a primary position, and the basis of our system, that every citizen who enjoys the protection of a free Government, owes not only a proportion of his property, but even of his personal services to the defense of it. George Washington, quoted by General Meyer, p. 139

Service in any capacity in the Army...should have its own rewards. p. 164

[People] need to develop a personal sense of well-being and confidence...not focused on rewards conferred on them by someone else, but self-rewarding because what they seek and accomplish meets internal goals. There is too much grief in today's Army because too many officers have been brought up to believe that only promotion or selection boards confer honor. I'd have to say that if we individually have to turn to boards and other fabricated measures for personal satisfaction- for a measure of our worth- then somehow we have sighted on the wrong target. By that measure, every one of us will be counted failures eventually. pp. 178,179

We serve the nation, not ourselves, when we don the uniform. We understand that our focus cannot be on self. We must understand that service is not governed by the clock, but by our obligation to achieve excellence. And we must understand that promotion brings with it not only some added remuneration but, more importantly, the obligation of improved professionalism and increased attentiveness to the development and well-being of subordinates under our charge. p. 325

Spirit.

There is a fundamental spirit unique to Americans at war which transcends every generation. p. 64

Staff (see also Training).

The keys to your responsibility are as follows:

- C - coordinate
- A - anticipate
- V - verify p. 37

Sometimes a C+ paper with original thought, available at the time of decision, can prevent me from making a decision which history will grade an "F." Sometimes I cannot await the perfect product of a patient research effort. p. 37

Standards.

Being the best squad in the platoon or best company in a battalion or being best against the high standards you have set for yourself is far more important in developing an Army than competition which identifies everybody who is not first as a failure or loser. I don't believe in that philosophy. Nor do I think it is healthy for the Army. p. 219

Standards have to be universal in the Army. Soldiers have to understand what the standards are and know that those standards will be evenly applied. p. 347

Support.

Service support and sustainability add a combat multiplier to our total battlefield capability. p. 55

Technology.

If advantages can be found through technology, we must use them. Many would say that is the principal leverage we must count on in future conflicts. p. 196

Technology is not our goal, capability is. p. 223

Thinking.

The principal casualties of the in-box mentality are creative thinking, innovative application and reasoned discourse. The assumption that someone out there is doing the thinking and writing is not necessarily correct since subordinates tend to follow leaders' priorities and emphasis. p. 111

Time (see also Training).

Time is a nonrecuperable asset we cannot afford to waste. p. 58

Time and one's earnest interest are necessary regardless of method. p. 103

Commitments of higher headquarters must be projected accurately and sufficiently ahead of time to permit subordinates an opportunity to plan. Once fixed, this allocation should represent commitment of a resource to the subordinate command. p. 24

Last minute meetings announced at mid-day are illustrative of violations of a prior allocation of time, and are serious infringements upon the functions of leaders. p. 24

Inconvenience and hardship in the field were viewed as acceptable "if there were some purpose," but Soldiers bitterly resented 12 hour shifts of "busy work," which they found demeaning. "It's like my time isn't worth anything." Soldier survey quoted by General Meyer, p. 244

The Soldier needs to know that his time is valuable and so regarded by his leaders. p. 58

Training (see also Maintenance, Noncommissioned Officers).

Good training challenges Soldiers. p. 31

Understrength units, properly trained, can fight like hell. p. 110

Good leaders recognize that the Soldier's welfare is first served by developing those skills which will permit him and his unit to survive on the battlefield. Those skills are developed through training. And tough training coupled with concerned leadership builds competence and cohesion into units, units ready to go to war. p. 9

The chain of command must also exhibit tolerance. Mistakes are inevitable during training. It is training, not testing. Soldiers are there to learn, not to make leaders look good. The responsibility is to teach. We must encourage an environment in which trainers have the freedom to experiment, to make mistakes, correct and learn from those experiences. p. 233

Commanders must determine their priorities and lay out training programs at least 90 days in advance at the brigade level. Once the commitment of time is made to companies- and it should be no less than 30 days in advance- each level of command must act to protect that commitment so that our junior officers, their NCOs, and the individual Soldier understand the task at hand. p. 58

If you can't lay out your [training] program at least five weeks ahead of time, you are going to have poor training. p. 145

[Units] must be protected by higher echelons fulfilling their coordinating roles so that changes to training schedules become the exception, not the rule. p. 58

The Brigade should allocate resources. The Battalion Commander should be the grand integrator, the teacher of his company commanders, the provider of an environment in which they can train their units. You've got to block out their time, advise them of your standards, teach them, screen them from distractions so they have the opportunity to command companies. p. 109

If your unit has problems at one level, you should train at the next higher level for best results. p. 109

Commanders must get down to company level and determine [training] conflictors as perceived there. Once identified, conflictors must be tracked upward to determine where they originated and for what purpose. The reason that we must involve ourselves rather than direct our staffs to address conflictors is that many, if not most, conflictors originate from within our own headquarters, ostensibly to meet the commanders' needs as perceived by the staff. p. 123

Unity- National.

Unity- national unity- is a resource of incalculable value. I have seen the course of a war fought in the context of national disunity, and so have you. There is no fulfillment in leading American Soldiers into combat while the nation still debates its own conscience- unsure of its goals, and uncertain of its priorities. p. 42

Values.

We must possess a set of values that instinctively guide our decisions. p. 193

I hope you use...a "*compass*"- *to do what's right*....The north-pointing arrow on the compass of life is rooted in a set of values. p. 296

Vision.

Creative change requires vision. p. 205

We must pull together toward some common vision. p. 80

War.

"The three days of war": the day before the war, where you're there as a deterrent; the day of the war, where you've got to fight; and the day after the war, where you're a chip on the negotiating table. pp. 19,20

The "spectrum of conflict" [ranges] from counter terrorist operations through World War III. p. 38

Successful land warfare requires that the Army pursue balanced improvements across all the functional areas: people, equipment, supplies, procedures... p. 176

Work- Building On.

You hope that those who follow will build on your work just as you built on others. p. 380

These are exciting times. p. 1